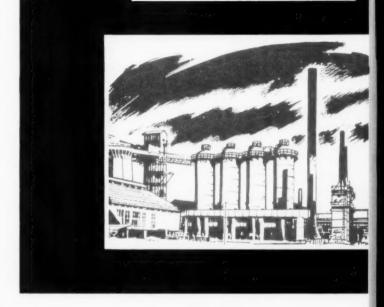
MARCH, 1957

Manage



- SUPERVISOR: ANCIENT EGYPT
- EXPRESS YOURSELF... WRITE!
- NMA---JAPANESE STYLE
- SEN. McCLELLAND'S BIG PROBE



Skilled work, of no matter what kind, is only done well by those who take a certain pleasure in it, quite apart from its utility, either to themselves in earning a living, or to the world through its outcome.

-BERTRAND RUSSELL

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MANAGE



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IN THIS ISSUE

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MARCH, 1957 Vol. 9, No. 6

A new series of fiction pieces—intended to show the foreman's role in history begins in this issue; the foreman is set

against the background of Ancient Egypt . . . Frank McNaughton, a former TIME-LIFE correspondent, tells why it is important for the management man to tell his story—in writing . . . The Japanese version of the NMA is presented in a translation from the "Wall Street Journal of Japan" . . . "Pity the Man in the Middle" shows how tough the foreman's lot can be . . . "Washington Report" gives news about a Congressional investigation which has already affected labor and may affect business . . "NMA Personal Development Workshops" tells of a field service provided by the Association . . . "Business Notebook" discusses the traffic in tranquilizer drugs, and some of the reasons why people think they need them. . .

MANAGE is published monthly on the 25th by THE NATIONAL MANAGEMENT ASSOCIATION (formerly The National Association of Foremen) as its only official publication. Entered as second-class matter September 9, 1952, at the post office in Dayton, Ohio, under the Act of March 3, 1879. Printed in the U. S. A. Publication office 230 West Fifth Street, Dayton 2, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices: 321 West First Street, Dayton 2, Ohio. Copyright 1987 by The National Management Association. Subscription rates: annual U. S., \$3.00; foreign, \$5.00; single copy, 30 cents. Bulk subscription rates upon request.



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Nineteen fifty-seven is the first year in 15 that American industrial management has had such a fine opportunity to strengthen its leadership position.

The challenge is at hand for *supervisory* management to assume initiative in better establishing itself as a potent force, for good, within the management organization.

Until World War II, supervisory management was busy upgrading itself through the personal development of supervisors as good managers. During the past 15 years, supervisors have learned how to function, with other members of management, to achieve a team effort.

Here and there around the country, supervisory management groups have initiated in-plant projects for increasing efficiency, halting waste and accidents, improving quality, and so on. The results have not been just remarkably successful, they have been spectacular achievements.

The industrial hallmark of this decade might well be the complete acceptance of management responsibilities by supervisory groups. And coupled to this should be the application of supervisory initiative in using management authority.

In some areas of heavy industry, supervisory groups hesitate to exercise management prerogatives because they have not noted the "green light" from executive management. And the executive management groups hesitate to flash this green light because they do not want to chance shifting serious leadership responsibilities to supervisors perhaps not quite qualified.

The initiative must be assumed by supervisory groups for proving their competence to their respective executive managements.

If competent supervisory management groups would during 1957 assume the initiative in proving themselves as good managers, the savings to industry would run into the millions of dollars. No company enjoys such a healthy margin of profit that it could not be doubled by supervisors buckling down to their job as managers.

Good management by supervisors is the most effective type of management leadership because the influence is directly felt by the employees.

Every employee wants good shop leadership because it satisfies a good part of his yen for on-the-job security. Every employee, too, knows that functioning as a member of a "shop team" which consistently turns out higher quality products at lower cost is sound, satisfying business.



Managements which believe American workmen have lost pride in doing a good day's work for a good day's wage are wrong. It is also wrong to believe factory employees have lost pride in high-quality workmanship. Such employees have suffered from lack of proper supervision.

This year should see an upward surge in employee pride over good workmanship. It certainly is within the opportunity of every supervisor to help bring this about; in fact, the supervisor is the *only* member of management who can do it.

Industry would have been a lot better off these past 10 years if executive management groups had been concerned with labor leaders less, and had sought better ways of effectively motivating competent supervisors to function as bona fide management leaders in the shop. Too many supervisory groups have been allowed to grow in management stature according to their group desires, with only passive encouragement from their busy bosses at the top. Now that a good degree of management competence has been acquired by many supervisory groups, face-to-face communication between the executive and supervisory groups is all that is needed to blend the two into one harmonious, extremely productive team.

It is no idle prediction that the company which will be ahead of its competition in 1960 will be the company which has management unity.

Every foreman and every executive today knows that the only way a board chairman can report to his directors that management still is in control of the company, is for that company to have complete management unity.

- Suggestion to supervision: Exercise initiative in your management responsibilities.
- Suggestion to executive management: Don't discourage supervisory initiative.

The next five years should be an era of golden opportunity for supervisors who want to enjoy the fruits of their achievements as managers.

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Washington Report

.... for supervisors

by Stewart French

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Union Labor itself, or at least that part of it represented by the Teamsters, made a real federal case out of what probably would have been just another Capitol Hill probe.

At the opening of this Congress, liberal Republican Senator Irving Ives of New York introduced a resolution for a study, by the generally pro-labor Labor Committee, of the "penetration of criminal elements into, and their influence on, organized labor." At the same time, conservative Democratic Sen. John McClelland of Arkansas dropped in a bill which recited that fact that the United States government spends billions every year for goods and services and called for an inquiry by the Government Operations committee into the impact of "improper, illegal and racketeering activities by certain union officials, in collusion with management or otherwise" upon the goods and services the government receives for its billions.

Both measures were given the routine treatment in the Senate; that is, they were put on the table for reference to the Rules committee which in due course would have held hearings to see which one, or both, would get the \$250,000 and the formal authority for which each asked. Meanwhile, however, Sen. McClelland went ahead under the general authority of his Government Operations committee to study "the operation of government activities at all

levels with a view to determining its economy and efficiency" and called on certain Teamsters Union officers for information.

Up to this point, everything had been relatively routine. The chances are that had the Teamster bosses not balked and challenged the authority of the committee, the racketeering investigation would have gone ahead within the limits of the two resolutions. It probably would have been centered primarily here in Washington. There would have been headlines for a while; speeches would have been made both for and against organized labor on the basis of disclosures at the hearings; reports would have been submitted viewing with alarm and pointing with pride. Probably the end would have been a proposal to put more teeth into the already existing antiracketeering law and a few union big shots would have been forced out of their jobs by the unions themselves.

But the denial to a Senate Committee of information affecting the spending of billions of dollars in public funds, including defense procurement, on the grounds the Senate had no right to know, put the Senate on the spot. A resolution (S. RES. 74) was introduced on a Tuesday, referred to the Rules committee that same day and was forthwith reported favorably by Rules the very next day. Wednesday. On the same afternoon, acting under suspension of rules by unanimous consent, the Senate passed the resolution without a single dissenting The resolution sets up the eight-man Select Committee, which, as appointed by Vice President Nixon. consists of four Republicans (two "liberal" and two generally regarded as anti-labor) and four Democrats (same philosophic division).

It is directed to-

conduct an investigation and study to the extent to which criminal or other improper practices are, or have been, engaged in the field of labor-management relations or in groups or organizations of employees or employers to the detriment of the

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interests of the public, employers or employees, and to determine whether any changes are required in the laws of the United States—

The committee has \$350,000 with which to make its investigation (and more will be forthcoming if asked), and unquestionable authority to subpoena persons and documents. Public hearings in labor-management centers throughout the country are planned, and with the aid of TV and radio as well as newspapers, a great deal of public interest is quite probable.

MORE FEDERAL CONTROL OVER BOTH UNIONS AND EMPLOYERS SEEN

Thus, what quite probably would have been, in effect, another relatively limited inquiry by one or more of the regular committees of Congress, now promises to become something of a cause celebre. Union and employer "expense accounts" can be looked into as can almost all other activities, of both—for winning friends and influencing people—including management practices and union tactics, with something like a nationwide audience looking on.

In the opinion of Capitol Hill observers, it could end with some sort of federal control over national and international unions, such as for public accounting of funds, for mandatory, periodic election of officers, and the like.

But any drive for such federal control over unions would in all probability call forth a drive for controls over the great interstate corporations whose activities likewise are not subject to the limitations of state lines. In the first decade of this century, President William Howard Taft—surely a "Taft Republican"—recommended to Congress that it enact a federal incorporation law to give a measure of control over corporations doing interstate business. Since then, federal charter bills have been introduced into Congress from time to time. If unions were made accountable by law, chances are that interstate corporations also would be.

WHAT IS "RACKETEERING"?

Although S. Res. 74 does not use the word "racketeering," the Select Committee it sets up is commonly referred to as the "anti-racketeering committee." The word is not defined in the resolution, nor is it defined in the existing racketeering law (Sec. 1951 of Title 18, which is the Criminal Code of the U.S.). That law makes any obstruction or delay of interstate commerce as a result of robbery or extortion or conspiracy to do so, or act or threat of physical violence, an offense punishable by 20 years imprisonment, or fine of \$10,000, or both.

As pointed out in a previous column, the interesting thing about this law is that it makes both the giver and the taker of any bribe or "kick-back" equally guilty.

The question of what constitutes racketeering apparently bothered the Executive Council of the AFL-CIO in promulgating their Code of Ethical Practices.

The Code states-

No person should hold or retain office or appointed position in the AFL-CIO or any of its affiliated national or international unions or subordinate bodies thereof who is commonly known to be a crook or racketeer preying on the labor movement and its good name for corrupt purposes, whether or not previously convicted for such nefarious activities.

At least one high union official expressed doubt that courts would uphold the removal of a union official on the ground he came within the purview of those general terms. President Meany explained that the codes were not meant for enforcement by courts of law, but by unions themselves. Each union would have to appply common sense, or the rule of reason.

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A FOREMAN LOOKS AT AUTOMATION

By Lou Rosenthal

"It may seem obvious that the introduction of automation will produce a general reduction of the need for supervision.
... this belief is the result of a logical fallacy, of stressing one effect of the assumed change and leaving out others . . . "

THE HEADLINES are becoming quite monotonous: "Automation revolution spreads to new horizons . . . Pay envelopes bulge . . . More mass-production . . . Machines without men . . . The first automation strike."

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The great force of automation, with its promise of sweeping changes, brings with it some important problems for the industrial supervisor. The biggest of these is the question of how automation will affect the pattern of supervision.

It may seem obvious that the introduction of automation will produce a general reduction of the need for supervision. But persistent effort to think the problem through shows that this belief is the result of a logical fallacy, of stressing one effect of the assumed change and leaving out others.

To the modern foreman, there is nothing mysterious about production. It results from material, men and machinery; natural resources, human energy and tools. Our chances ng

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for adjusting the three factors of production to their new loads are far from hopeless.

Many of us, who read an article or attend a lecture on automation, often return to our jobs with a feeling that our own company has not kept pace with the march of progress. A new, magic world has been unfolded before our eyes, but we seem powerless to become a part of it because our companies have been slow in taking on the "New Look."

Before a good look can be had at the factors involved in automation. it is necessary to clear away misunderstandings which we believe to be some narrow thinking on this subject by many people. It is this writer's belief that a lavish accumulation of expensive machinery will not of itself increase the productive efficiency of a plant. The glamour of such equipment and the claims made for it often present a tempting proposition, but it only pays dividends when the size of the plant is sufficient to warrant the purchase and insure its continuous use. We further believe that a small producer has many advantages which overmechanization tends to destroy.

We must admit that mass-production has done much to wear away the "professional status" of the foreman. Nor has management's attitude always helped his status. However, we also believe that if we were to remove the challenges and the demands for efficiency and excellence

that competition presents to all of us, we would become placid and eventually be faced with much greater problems.

What can I as a foreman do to keep pace with an industrial world that is changing at an ever-increasing pace? Few questions are as challenging as this one, and here is our attempt at an answer.

Fortunately for the cause of management, it is only as an individual that you or I can do anything at all. And that is where you as an individual can respond with imagination and efficiency. Clearly the foundation for the long pull ahead into a successful future in the "automation era" must be laid on the broad base of professional competence. The belief that we can hope to succeed through some measure of specialization and narrow concentration is simply not true. The problem of staying with our jobs, and trying to anticipate the penetration of automation to some extent, is basically a problem of competition. The constructive course is to welcome the expanding opportunities now being provided and be sure that we are prepared to take advantage of the situation as it affects our own companies. Perhaps the best way to meet competition is to be the maker of it. If, instead of watching the other fellow for the first move, you can be the one being watched.

If we were to leave one guiding thought, it would be that you take full advantage of your NMA membership. Come what may, The National Management Association is certain to remain a dominant factor in the industrial life of the nation. For supervision is grounded in the nature of the modern industrial system. There is as yet no way to buy a supervision machine, because no such machine can exist except in relation to a mechanical problem. The industrial supervisor will continue to

be the dynamic, life-giving element of every business.

"Lord grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference."

We would not like to see Niebuhr's prayer carried too far into industry. Nevertheless, we will admit that there are *some* things that need changing that can't be changed.

Reprinted from the OBSERVER, publication of the Foremen's Club of Greater Cleveland.

An employee sat at the table after breakfast, engrossed in his newspaper for over an hour. Finally he asked for another cup of coffee.

"Coffee!" yelled his wife. "Look at the time. Aren't you going to the office today?"

"Office?" exclaimed the man. "Heavens! I thought I was at the office."

Husband: "Where is all the grocery money going that I gave you?" Wife: "Stand sideways and look in the mirror."

The cause of FREEDOM is identified with the destinies of humanity, and in whatever part of the world it gains ground, by and by it will be a common gain to all who desire it.—Kossuth.

FARM PRODUCTIVITY

THE AVERAGE farm worker today is raising enough food and other agricultural products to take care of the needs of 18 other people. This degree of support by a single farm worker is the highest on record, according to the Department of Agriculture. In 1940, a farm worker was able to provide for 10 other people. In 1900 he took care of six. Increased mechanization and better farming techniques are among the factors in this improvement.—from Challenge Magazine.

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"See my new safety shoes . . . ?"



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RECENTLY, American enterprises are going to pay much attention about "the communication" in their management and also about "the humanization in their labor relation."

According to expand the enterprise, the relationship between top management and common labor becomes to estrange, because there is a long distance between the two, and it occurs a lack of understanding between them.

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And there is another thing. That is, labor relation becomes to lose the humanity with the progress of the mass production system.

These two problems are the biggest subjects in American enterprises, in order to begin to operate the enterprise smoothly and to expand it standing on the best agreement and co-operation of labor without unhumanizing of the labor relation.

Top management of American enterprises are studying to find out the best way in their management and these studies include not only the management system, but also the psychology in the enterprise, industry and society.

Then, the foremanship or junior executive is becoming very important thing in their enterprise for the chain to connect top management to common labor, in order to operate their enterprise fully and smoothly with the best understanding between the two.

Top management in American enterprises think much of labor

power as a human, without thinking that labor is the same thing of the machine. And they are making every efforts that are to improve the wages, treatment and condition by investigating their complaints and to give every chance to get better working condition, living life as their future dream and hope.

In this way, top management of American enterprise is getting big success by the ideal help and work of foremanship of junior executive with the best agreement and co-operation of common labor.

So, American enterprise is getting to increase the efficiency of the mass production to have more interests and to give better working, living condition to labor.

In other words, the two, top management and common labor is enjoying the benefit from the ideal democratic capitalism.

These great successes are owing to the best work by the National Management Association.

At first, 1919, this association was started by about 80 foremen in Dayton, Ohio, who were anxious about the dangerous condition between top management and foremen in those days. To find out the ideal way of the labor relationship, this made nowadays NMA and the success in American enterprise.

This NMA is just the thing to find out the foundation of the great and excellent American enterprises like as the key to open the gate of Paradise.

hooray for WORKING WOMEN!

by William G. DeWolf

NXIETY has been expressed by A some foremen and supervisors concerning the growing ranks of women invading the labor force.

Some management men are becoming nervous wrecks over the fact that millions of women are employed in the same offices, stores, and factories where men work.

Men have expressed anxiety in ignorance merely because they do not realize that this fine condition is a commendable RE-ADVANCEMENT for menfolk. Frankly, some men simply do not recognize that this invasion by women is a development to be greatly desired.

Men should reconsider thoughtfully, wistfully, rememberingly, longingly-and then welcome women back into the ranks of those who must work for a living. With more and more women wanting to put the voke of labor around their necks, men might regain some of their lost leisure. As we all know, women's leisure is what makes the lifeexpectancy among women longer than that of men. Life insurance actuarial tables usually bear men out on this fundamental point. Work makes Jack a dull boy and Jill a rich widow.

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Some say that women are too weak for industrial plant work. But, sometimes, men are not strong enough for it either.

We'll have to face it, though. Women must be given special consideration when they do production work in factories. Women are happier and work better with cleanliness

Thinking supervisors will welcome women back into the working world so that once again men can relax ... about them—not only in the work room but in the rest room. Cerise cuspidors tied with white ribbons for their use is an essential touch for better human relations. And because of the possessiveness of their nature, they need their own lockers and their own machines—even to having their names tagged on them with lipstick.

Thus, if in the factory women are provided with a few extras, they get along just as well in this whirl called "working for a living" as do male

employees. A few of the extras they need consist of such things as many large mirrors, near rest rooms, hushed piped-in music, lots of hot water and high-quality soap, well-defined rest periods, special recognition as members of the female sex, lavish praise for their varied services,

and twice as many filter traps to snag the manifestly exuberant wolves.

It is true that some employers claim male employees waste time looking at female employees; love is what makes the world go around, but some employers feel it should not go around on company time.

Other employers state that, since women have the field all to themselves, motherhood is their proper career. In other words, the woman's place is in the home, watching the sunken living room go down for the third time—except of course on pay-

days when she must line up at the pay window to get the husband's check.

But with some wives wanting a better standard of living, with many hundreds of thousands of single women living alone and earning the right, and with a booming economy, plus accelerated defense work, approximately 20,000,000 women in the United States are directly engaged in earning paychecks. That is nearly one-third of the U. S. working force.

This is an excellent thing from men's standpoint. It is a great laborsaving device. It is a step in the right direction.

From "caveman days" up until the end of the Middle Ages, it was the men who had the fun, while, quite properly, the women worked. Women

slipped unobtrusively, quietly about their menial tasks and men sat cross-legged on fur-filled mats at the council tables belting the old grape and gravely debating political theory or reputed choice female companionship. Or men leisurely hunted game in good comradeship, or took time out occasionally to murder other men in a neighborly way while women stayed in the huts or fields and did the work. Men did little in those good old days except sit around council campfires beating their drums, gums, and rum.

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conuction hapnliness But with the beginning of what has been misnamed "The Renaissance"—the rebirth, the enlightened age—men commissioned women with such unlikely tasks as being angels, ivory-towered enchantresses, fairy godmothers, pining maidens, circumspect wives, and even as aerial manueverists of broomsticks. And thus, sadly, men began to figure more and more into the actual "working for a living," and women got so they never raised their eyes above coffee cups before noon, or their pinkies

above tiffin cups before six. This retrogression became so pronounced that by the Twentieth century the roles were reversed: men did the work while women had all the fun.

Thinking men will shout:
"HOORAY FOR WORKING
WOMEN!"

Thinking men will welcome women back into the ranks of labor. Those men who actually can think, devoutly hope that women will push men right out of the labor market and into the leisure class once more.

How True?

Psychological tests, which contain statements to be answered by the words "True" or "False", are quite common today. So here is a test of that sort for members of the NMA. A good grade in this test will not give you a better job rating, but it will give you an idea of how acutely your mind works on a certain type of problem. If you get six out of ten correct, you can grade yourself as "Excellent." Answers on page 21.

,	The second secon	True	False
1-	There is a first and a last number.		
2-	-An arrow in flight is shorter than the same arrow in repose		
3-	—A straight line is always the shortest distance between two points.		
4-	-Seventeen can be subtracted from 1,000,000 only once.		
5-	-You can size up a person very well in an interview.		
6-	-Slow learners remember better than fast learners.		
7-	-A ton of gold would weigh nothing at the earth's center.		
8-	The whole is always greater than any of its parts.		
9-	-Prejudices are due mainly to lack of information.		
10-	The more intelligent a man is, the more things he knows.		-

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"All right! Granted, it's your coffee break! But get it over with!"

all aboard!!

by dick ashbaugh



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POREIGN visitors to our shores often complain that American society has no leisure class. Apparently they have never tried to buy a ticket in a railroad terminal.

Secure and sheltered behind their brass wickets exists this land's greatest leisure class—the ticket agents. This fraternity leads a calm, almost torpid life completely shut off from the frantic throngs that mill in desperation but a few feet away.

They are a philosophic folk, given to inaudible remarks with fellow theologians behind the adjoining wickets. The tenor of their conversation seems to indicate that here, for instance, is a passenger who wants to go to Springfield, Ohio, a stop that quite probably doesn't exist. They both agree it is an amusing situation, but there may be

some sense in the fellow's request. He claims Springfield is his home, and he has seen railroad trains running through the city with his own eyes.

The other agent shrugs. "Search me," he says. "The road runs all kinds of trains. Might be one to Springfield."

"He wants a sleeper," says his colleague.

"No sleepers. All sold out."

'The first agent whistles a few bars from *The Student Prince*. "Funny thing, isn't it," he remarks. "We don't have a train going to Springfield, and yet all the sleepers are sold out. How do you suppose the reservation office manages that?"

"Sheer hard work," says the other.
"On their toes every minute."

The author, Dick Ashbaugh, is one of America's best-known humorists. His writings have appeared in many leading magazines, and recently his first book, "Who Cooked Mother Goose?" was published.

The first agent looks thoughtfully at the red-faced customer dimly visible through the heavily barred grill. "Maybe I could sell him a seat in the club car."

"No soap. They cut the club car out at Stamford."

"But Stamford's in Connecticut. This guy wants to go to Ohio."

"What's the difference? We don't have a train going to Ohio anyhow. Why should he care where they cut out the club car?"

"That's an interesting angle," says the first agent. "Do you think I should give him an argument?"

"Of course not. Get out your sign."

"Which one?"

"The one that reads 'Next Window'. I'll meet you downstairs for lunch in five minutes."

Mark Twain and Chauncey M. Depew once were invited to speak at the same banquet. After Twain had given his speech, Depew arose to give his speech and said:

"A few days ago Mr. Twain and I agreed to trade speeches. He has just given my speech—and I thank you for laughing at it. Now I am supposed to give his speech, but I have lost the notes to it, so I cannot remember if Mr. Twain had anything to say."

Then he sat down.

Here are the answers to True or False Quiz on page 18.

- 1-False. There is no last number, because every number has a successor.
- 2—True. Einstein has proven that moving objects are shortened, the degree depending on the velocity.
- 3—False. In measurements on a globe, a curved line is the shortest distance between two points.
- 4—True. In a second subtraction, we do not have a million left to subtract from.
- 5—False. By authority of "Introduction to Psychology," by Dr. Clifford T. Morgan.
- 6-False. By the same authority as above.
- 7—True. At the earth's center gravity would be equal from all sides, hence no weight.
- 8-False. In an infinite series of numbers a part is equal to the whole.
- 9-False. By same authority as answers 5 and 6.
- 10—False. Intelligence is an innate quality, with no necessary relation to volume of information held in a given mind.

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MIND-READING efforts promise at best a precarious success. For that reason many aspiring experts go astray in evaluating top management policy in regard to foremen and supervisors.

Too seldom is the duty of the supervisor spelled out in tightly-fitting detail. Usually he is given some back-patting encouragement, urged to develop and to exercise good judgment, emboldened to assert his delegated authority.

Such broad directions oblige the supervisor to assume the mindreader's role. For his good judgment must be applied to a very specific problem. Exercise of authority affects an identified worker. The problem, however, must be resolved in terms of an overall policy. And the command given to a subordinate must be couched in such a way that it meshes with the temperament and the temper of its recipient.

A bewildered supervisor must be prepared to make a prompt, yet accurate diagnosis. He is challenged to interpret office-made policy in the light of upsurging circumstances and to estimate its impact on the rank-and-file people who are expected to adjust themselves to the supervisor's word. It is not a profound discovery

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to note that the area of mistake is frighteningly spacious.

Told to make full speed ahead, the supervisor is warned to be cautious. Ever looming on his horizon is the threat that bungling may be devastating in its effect. Responsibility is shifted, of course, from the executive who can readily translate his directive policy into what should have been done. Error is attributed to the middle man.

Why deceive ourselves? The supervisor is expected to keep the shop steward in line, to anticipate and to forestall his complaints, to be ever wary of an explosion that might provoke a work stoppage. Though it may never be reduced to explicit terms, the assumption is that the steward is a born trouble-maker, an inventor of grievance.

Supply of materials, procedures gaited to smooth operation, production schedules, are and must be a major pre-occupation. But even these details must not blind the supervisor. From one corner of his roving eye he must keep a focus fixed on the steward. If ignored, forgotten or neglected, the steward may assume the proportions of a menacing giant.

Little wonder that the supervisor moves into the uncharted field of mind-reading. He talks to himself. "What is this guy up to now?" and "He's trying to run things" or "Shall I jump him now or later?" The easy consequence is that a self-defense mechanism is set up. Far from being the man in control, the supervisor becomes a victim of his own fears, even while his exterior manner suggests confident mastery.

Sooner or later the steward is pressured by his clients to voice a complaint or grievance. It makes little difference whether he expresses himself in a deferential way or in an explosive outburst. The supervisor reacts according to the pattern already etched in his anticipating mind. Resistance blocks discussion. The steward thereupon matches that mood. And labor relations are worsened.

There are stewards, of course, who are abruptly demanding, incapable of measuring the management problem, convinced that adjustment or compromise of issues is weakness. It handicaps the employer that he must depend on union officials to institute an effective training program. Yet, the supervisor can be a source of indirect education, provided he is given some discretionary latitude by his superiors.

One thought. And it does not resolve the whole problem. Let the supervisor be instructed to listen. A 10-minute interruption will not be ruinous. Let the supervisor be instructed to search the complaint for any positive value it may have. And give him authority to make the minor adjustment needed.

TODAY'S SCIENTISTS: NEITHER SINISTER NOR SQUARE



by Floyd Smiley

TEENAGERS planning to shun scientific careers in the belief that scientists are all "odd ducks" had better take a closer look. Contrary to some opinions, today's scientist is neither sinister nor "square."

Results of a personality survey of its scientific staff just completed by the Bausch & Lomb Optical Co., Rochester, N. Y., indicate that scientists are just normal, intelligent men and women with highly specialized educations. According to Dr. Howard S. Coleman, the firm's research and engineering vice-president, the survey lays to rest the notion that every scientist is either an absent-minded professor or a malevolent genius.

The firm's interest in the personality of scientists grew out of the findings of a recent Purdue University study into the attitudes of high school students toward science as a career.

Results of the Purdue study indicated that a large majority of the 15,000 high school students questioned plan to pass up careers in science. Among the reasons given were: 1) cannot raise a normal family; 2) don't have time to enjoy life; 3) scientists are all a little "odd"; 4) you can't be a scientist and be honest; 5) scientists are willing to sacrifice the well-being of others to further their own interests; and 6) there's something "evil" about scientists.

"Our study certainly fails to confirm the opinions of the students questioned by Purdue," continues Coleman. "The survey proves that, at Bausch & Lomb, at least, scientists are pretty typical of the 'guy next door.'

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"No family life? Of the 160 B&L scientists questioned in our survey 80 per cent are married; 68 per cent own their own homes; and 66 per cent have children.

"Both the scientists and their families prefer steak, roast beef and chicken, in that order, as their favorite meal. Picnics, games and travel were rated as top family activities. Of those eligible, 94 per cent voted in the last presidential election, and 75 per cent are church members, with 56 per cent attending services regularly.

"In addition, nearly all of the home owners in the group attempted, and many completed, at least one do-it-yourself project last year. Jobs ranged from 'painting one half of one side of a house' to the more usual redecorating, tiling and bookcase-building.

"How much more normal could family life be?" Coleman asked.

Literary tastes of scientists, surprisingly enough, appear to parallel those of most Americans. While single subscriptions to such publications as Hot Rod, Successful Farmer, Confidential, and the Asbury Park Press reflected special individual interests, the local daily newspapers headed everyone's list of "most frequently read" publications. Immediately following the newspapers came Life, Time and Readers' Digest, with Better Homes and Gardens, The Saturday Evening Post,

National Geographic and Ladies Home Journal close behind.

Like everyone else these days, scientists spend a substantial part of their free time in front of a television set. Survey results show they prefer, almost overwhelmingly, to watch sports programs and dramatic presentations. Mickey Mouse was a run-away favorite with the scientists' children.

Are scientists generally anti-social? In their college days, the Bausch & Lomb scientists showed a strong preference for group activities like basketball, baseball, music and journalism. Today, fishing, golf, reading and photography rate about even as favorite leisure-time activities for the group. Gardening, woodworking and bowling nearly equal the first four in popularity.

As a group, scientists seem to prefer the company of non-technical friends. Asked to give the occupations of their three closest friends, they listed an average of one in a scientific field and two employed in non-scientific areas.

Most valuable information to come from the study, says Coleman, is the discovery that the majority of B&L scientists originally chose technical careers because of an interest developed in some specific scientific field at an early age. Areas of interest most frequently mentioned were nature study, chemistry, weather, mathematics and electronics.

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Other important factors leading to the choice of scientific careers were: 1) unusual scientific aptitude as measured in high school; 2) an inquisitive nature; and 3) the basic challenges of the field. The survey results will be used by Bausch & Lomb, says Coleman, to help guide the firm's efforts to interest more young people in technical careers in general and in careers in the optical field in particular.

Mother: "I don't think the man in the apartment upstairs likes Johnny to play his drum."

Father: "What makes you think that?"

Mother: "Well, this afternoon he gave him a knife and asked him if he knew what was inside the drum."

Jobs for Older Persons

 $S^{\,\,\mathrm{ECRETARY}}$ OF LABOR MITCHELL has looked into the crystal ball and predicted a drastically altered job force pattern if the nation's current rate of expansion is to be maintained.

Mr. Mitchell see jobs for 10,000,000 more persons, half of them women, by 1965. A major part of these will have to be persons over 45. The population product of low birth rate years from 1930 to 1940 cannot begin to fill the demand for employes in the preferred age group, 25-to-34.

Necessity if not reason, then, will begin the conquest of bias against hiring workers who are 45 and older. The years of productivity and usefulness for millions of older Americans will be lengthened.

It is also predicted that one out of every eight workers will be a professional person by 1975, a third more than at present. The use of an increasing number of older persons in industry should encourage more talented teen-agers to higher education and even graduate work. Many now go to work immediately after high school to supplement family income.

Meantime, the far-sighted community, looking to a day of employment widely distributed by age groups, will begin to lay plans for far more extensive job training or re-training of the middle-aged. A changing technology requires up-dated skills. The 45-and-up age group will fit itself more readily into that technology wherever local industries and school systems lend a hand with aptitude testing and special courses in adult education..

"Burnside, I've been watching you lately, and you seem to have a good eye for opportunity . . ."

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3, 1957

EXPRESS YOURSELF...

Write!



FRANK McNAUGHTON

EVER since a press agent plopped a midget on the knee of Mr. J. P. Morgan and "humanized" the fierce-looking, legendary old international banker at a meeting of the United States Senate Banking and Currency committee back in the mid-30's, management men have been increasingly impressed with the importance of getting across their own stories.

More and more of them are attempting to write their own side of their role in industry, and more and more of them are hiring more and more press agents to do the job for them—to "ghost" articles for their signatures.

It is far better that management men—from supervisors on up should write their own stories than have them written, for reasons which will become obvious later. Meantime, why should you write at all? I believe that there are a number of good reasons that outweigh any objections: ONE—It should be conceded that every management man has at least one good article, one good idea, one good story in his system, gleaned from years of rubbing elbows with the world. Granting this, what are the reasons for your writing?

The job of writing down your ideas will teach you and help you to organize your own ideas regarding your job, and at the same time it will provide a relaxing means of "thinking things over." Things you once thought important or vexing or outrageous will become inconsequential when fitted into the true perspective or pattern of your operations.

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TWO—This process of organizing and thinking things over, that we call writing, will provide you with a critical self-analysis of your methods of operation, of your own personality (you may discover you are not such a tremendous character after all or, maybe, better than you suspected!). It offers a means and a

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method of analysis and introspection without parading one's sins or inadequacies in public—unless you finally decide to put them on paper for the editor.

THREE—The writing process will give you a process for planning for the future. Ideas will come flooding up that would never have occurred to you, many of them worthless perhaps, but quite a few of them worth trying out in the future. Each management man carries a suggestion-box in his head if he will just put it to work; you do not need to rely wholly upon the office suggestion box and system of prizes you may have instituted.

FOUR—Writing is a good way for you to "blow off steam"—to get a problem off your chest without making enemies of your workers and your associates.

Better write an article about it, then think it over, and the chances are 10 to one that you will have an entirely new approach by the time you have finished the job. This observation applies to business and labor, worker and employer—the un-

published written word has never hurt anyone.

And there is always a time and place to publish an article if you think your particular problem, and its solution, would be helpful to others.

Now, none of the above benefits are possible when articles are written for you. You have to do the job yourself if the greatest benefits are to be realized. You live your job; no other person can possibly understand your problems so accurately, or write of them with such authority. If the greatest benefits are to be had, the management man must do the original writing and thinking job. Then if you want to employ someone else to do the sandpaper and polish work, making sure that none of the flavor and feeling is erased, that is permissible.

You, then, as a management man want to write. How do you get the job done? Here again there are definite rules and procedures which can not insure success but will help mightily toward "getting your piece in the prints."

The writer, Frank McNaughton, speaks from vast experience. He was formerly a Capitol Hill correspondent for TIME and LIFE magazines, Congressional reporter for the United Press, managing editor of a newsmagazine; network TV panelist, moderator for the Kefauver crime committee hearings, and administrative aide to a U.S. Senator. He is now doing political public relations work and freelance writing. He is the author of a book on Ex-President Harry S. Truman.

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You need a "State of Mind" at the outset, and that requires several admissions on your part. You are not a writer, but you have something you want to state in acceptable language. You are not Hemingway, nor are you an idiot. You are not going to make money writing. You are not going to throw over your job and devote your life to the World's Greatest Novel. You are not going to "show up" other writers. Very simply, you have a story to tell, some ideas you want to get across, and that's all.

• GETTING STARTED

ONE-Then carry a notebook, at all times, and as ideas and incidents come to you, write them down at once. Don't wait and trust your memory. Don't go to bed at night with a tremendous idea and depend upon remembering it in the morning. Get your ideas on paper. Do this anywhere, at any time. There is nothing insidious, subversive or immoral about making notes even at public gatherings. Get enough down on paper so that you can remember the full importance of the idea. This notebook of ideas is your bank; unless you make deposits, there will be nothing there to draw on when you need ideas. You will quickly learn that this is a stimulating process; that it has sparked your own mind, speeded up and sharpened up your powers of observation and thought.

TWO-Select one or two facets of your job relations or problems or occurrences that seem most important to you, and that you think would most interest other people. It may be something that explains your success or failure: it may be new processes or inventions; it can be anything so long as it is interesting and has meaning. TO OTHERS! Think these materials over. Pick from your notebook stories, incidents, or related materials that help to illustrate what you have in mind to say, using your major points as the springboard. Start drawing on your bank of ideas-the biggest bank in the world.

THREE—Then take an ordinary tablet and outline your ideas briefly. You had labor problems; how did you settle them, step by step? Your company was going to the wall; how did you discover this, and what did you do, step by step, to retrieve the situation? Make your outline brief, put it in logical sequence, and remember that it is the skeleton of your article, not the article itself.

FOUR—Give your outline time to bake. Put it by for a week or a month but don't forget it. Meantime, keep up your notebook, and you should review your notebook regularly. New ideas will occur to you regarding your proposed article. You weren't so all-fired sure after all. Jot these ideas on the margin of the outline. Maybe you didn't know as

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much as you thought you did? Maybe you knew more? Jot these ideas in the margin. Let the yeast of thought work for awhile.

FIVE-You are now ready for the "great adventure." You are ready to WRITE. Don't organize a house party to watch the world's greatest author in action! Get where it is quiet. Turn off the radio, the TV, the record player, lock the liquor cabinet and hide the key from yourself. If you can type and think well while typing, use the machine. If not, take a couple of fountain pens, a tablet and your outline and try to get it down on paper. Write it out! Follow your outline. Be clear in

merciful to your readers!

Don't use lace curtain
words, and poetic flights of fancy
language. You have already con-

your statements. Be con-

cise and direct! And be

ceded to yourself that you are not Shakespeare. You have a simple story to tell, with force and clarity. You will rewrite it on the morrow, correcting your spelling and grammar where necessary.

You may make many false starts, so keep a wastebasket handy. Don't hesitate to crumple and discard priceless words and hours of hard, sweaty work. Better be right than be ridiculous in print. If you wear out,

then rest; no one can write well while exhausted. But don't give up.

Remember that there is a law of "Diminishing Returns" in writing. Get down what you want to say and then quit.

SIX—Put your article away. Don't send it to the editor. Take thirty days to think it over. This may seem like rank heresy, but it is sound advice. If your article is so good that it ought to be in the editor's hands right now, it can survive a 30-day gestation period. After

that time, take it from the safe and handle it fondly. But review it mercilessly. Cut! Slash! Revise! If necessary, rewrite! Have your irritated wife or a secretary retype it, make such minor changes as you may like on the final re-

vision. If the article is now your heart's desire, mail it to the editor with a prayer that his digestion is good, that he is at peace with his mother-in-law, and that he has been thirsting for an answer to the very questions you have answered.

When the check comes in, give one-half of it to your wife or the secretary and the balance to charity you are not writing for riches.

And, remembering that law of diminishing returns, our observations. . . end here.

NMA

Personal Development

WORKSHOPS

By Edward Conway



THE improvement of a management team begins with the personal development of its members.

If a foreman has difficulty getting adequate policy information from the top, or employee co-operation from below, chances are that much of the problem can be solved by the foreman's personal development as a manager.

A recent survey by the National Management Association (NMA) disclosed that where failure was a foreman's own fault, it could be attributed to these major causes:

¶ Inability to handle personal relations problems with workers, or other management men.

¶ Personal shortcomings, such as lack of initiative, or emotional instability.

¶Unwillingness to spend time and effort on self-development.

¶ Inability to plan and organize work effectively and to adjust to changing conditions.

¶ Lack of management attitude and understanding on the foreman's part.

Bulwarked by 31 years' experience in supervisory management development, the NMA has launched a unique and effective field program, called Personal Development Workshops, to help remedy the situation.

Over 3,000 supervisory management personnel, most of them NMA members, will attend 20 such workshops by July 1. Sessions are held in strategic locations throughout the country and spread over one or two days, depending on the wishes of NMA affiliates.

The planning involved for such workshops is extensive. Prior to the beginning of the present fiscal year, the NMA education department laid down the format. The workshop was divided into four parts:

Personality—its development and use.

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Applied psychology in industry understanding human behavior. Get the most out of yourself—a planned program of development.

Memory training for executives the method of the pros.

Chosen as director for the workshop series was 10-year NMA veteran, personable Raymond F. Monsalvatge, director of field education.

The Georgia-born Monsalvatge is backed up by the NMA headquarters staff in Dayton, Ohio, headed by Executive Vice-President Marion N. Kershner, sincere, soft-spoken former NMA president and steel company supervisor.

Leaders of NMA Area Councils and clubs throughout the nation were contacted. Arrangements were made for workshop presentations in hubs where the greatest number could be accommodated. (While primarily for NMA members, the workshops are open to non-members.)

Dates were set. Locations selected ranged from Fitchburg, Massachusetts, to San Juan, Puerto Rico, and from Buffalo, N. Y., to Fort Worth, Texas.

Kershner writes personal letters to top executives of NMA-affiliated companies in the various workshop areas, urging their co-operation in securing attendance.

Promotional pamphlets are prepared at national headquarters in Dayton and sent to local chairmen for distribution. These chairmen are the key-men and usually the "unsung heros" of the successful workshops. They co-ordinate local arrangements and promotion with Dayton. Also from the national office, the public relations department sends out news releases to all newspapers, radio and TV stations in an area where a workshop is scheduled.

Let's take a workshop slated for Toledo, Ohio, this past January. It was held on two successive nights, 7 to 10 p.m.

A blizzard started the afternoon of the first day and continued throughout the night, dumping seven inches of snow on the city. Toledo virtually was weathered in the following day. Workshop Chairman Howard Kleis, a Dana Corporation executive, was fearful of the turnout.

Yet some 75 managerial personnel from 13 different business and industrial firms in Toledo and the surrounding area braved the storm and resultant hazardous driving conditions to attend each night.

The 70,000-member NMA is a far-flung, heterogeneous organization. Its people are in all strata of management, all types of business and industry. But they are bound by a common desire for self-development and unity in management.

In Toledo, as in other workshop cities, the same answer recurred from workshop participants when they were asked, "What brought you here?" The general answer:

"Self-improvement."

Many, too, had specific problems

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which they hoped to solve through the medium of the workshop and communication with other management men.

A machine shop foreman in Toledo, who works the swing shift, went to the meeting on company time. He explained:

"The company encourages us to attend these sessions. It believes that conferences like this are both for our benefit and its benefit." Then he added:

"And I thought maybe I'd get an answer here to something that's been bothering me for some time. The company lays down some hard and fast rules. Some times some of my people break the rules and then they give me a pretty good excuse. I'm not sure what the deal is about handling 'em."

This machine shop foreman went on to explain that while the company's top management wasn't vacillating, it did allow lower-level supervision a great deal of leeway insofar as making decisions on the rules. What the foreman wanted to know was, just how flexible can a foreman get?

As it turned out, he wasn't the only man with the same question. And he did get an answer. The majority of the workshop participants agreed with a conclusion attributed by Workshop Director Monsalvatge to well-known management authority Alfred R. Lateiner:

"Special cases require special

handling. Emergencies and new situations often arise that call for modifying the company rules. If the supervisor doesn't have the authority to alter the rules on his own, he should consult with his superiors."

In Buffalo, New York, a quality control supervisor asked of his workshop group:

"Does asking your employees to aid in decisions help out insofar as the overall production is concerned?"

The group answered almost unanimously, "Yes." And Monsalvatge pointed out that a report from the Survey Research Center of the University of Michigan substantiated this conclusion. The university report indicated that supervisors whose work groups had above-average production were those who:

ONE—Encouraged employee participation in the making of decisions.

TWO—Were under less supervision from their own employers.

FOUR—Placed less direct emphasis on production as the goal.

FIVE—Spent more of their time in supervision and less in straight production work.

A warehouse supervisor attending a Kokomo, Indiana, workshop said:

"Programs such as these are constructive crutches. Everything you can pick up, it's just that much more you can do on your job. That makes it easier on you, better for your company, and you certainly don't lose anything."

In essence, the workshops are

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concentrated courses in psychology and human relations. Monsalvatge explains at the begining of each:

"The aim of the entire program is to help us work better with other people and to supervise the work of other people."

This theme is followed throughout. The workshop takes on the form of a laboratory. Monsalvatge lays down certain basic principles in human relations and industrial psychology, then invites group participation.

Digests of industrial plant problems are given the workshop members. What do they think should be done? How would they go about solving a particular problem? Also, true-false quizzes are given and the answers analyzed.

While the workshop participants are there for a serious purpose, the meetings are not without levity. At

Toledo, for instance, Monsalvatge asked for dissenters after finding that the majority of the group had scored one of the true-false questions a certain way. One of the workshop members, knowing that a friend next to him disagreed, prodded his friend for all to hear:

"Put your hand up, you coward." Ice-breakers of this type go far to loosen up the group members who often are hesitant to express themselves at first, then warm up.

And one steel warehouse foreman at Toledo pretty well summed up the cross-country reaction of those attending the Personal Development Workshops:

"Whenever I can go to something such as this, that's where I am. The more you learn, the more you realize how little you know and how dumb you are. You can never stop learning in management."

TROUBLES DOWN UNDER

There was an old man of Blackheath Who sat on his own false teeth.
Said he with a cry,
"I should use my eye—
Here I've bitten myself underneath."

A woman once took to task Dr. Johnson, the dictionary writer, for putting improper words in his dictionary.

"I'm afraid, madam," he said, "that you have been searching for them."

A bookseller got the following note: "I didn't order the book for which you billed me. If I did, you didn't send it. If you sent it, I never got it. If I got it, I paid for it. If I didn't, I won't."

LETTERS

... to the editors



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THANKS FROM . . . ENGLAND

Our members have long been appreciative of the contacts which exist with the National Management Association and have been pleased from time to time to reproduce articles from your journal. We have recently had reason to give further thanks to our American colleagues through the generous supply of material which has been made available to us by the United States Information Service at your embassy in London.

Like our colleagues in the States, we are very much concerned at the moment with all the developments on automation and the problems such developments bring with them, and we are extremely grateful to receive from the U. S. Information Service copies of "Automation in the American Automobile Industry" and "Automation and the Worker" which we were able to distribute to all our members. These articles were of such a high calibre and were so well received by members of the institute that we would like to take

advantage of your columns to express our thanks to the U. S. Information Service and in particular to Mr. Wm C. Gausmann, whose cooperation has made this distribution possible.

One of the striking things concerning work in the supervisory fields is the universal nature of the problems which beset a supervisor regardless of the industry in which he is engaged and the country in which he lives, and I am sure that wider appreciation of this fact and the exchange of views upon the problem can make, and is indeed making, a major contribution to better understanding between nations. . . . H. A. C. Tracey, General Secretary, Institute of Industrial Supervisors, 24 Albert St., Birmingham 4. England.

PRAISE BE THE TIE THAT BINDS Sirs:

I have been a member of the NMA for the past four years and one of the most interesting and informative phases of this pleasant association has been the fine monthly publication, MANAGE.

Recently, I placed a copy of one of the issues in the hands of our District Manager, Mr. Jack Ehli. After reading the magazine, he requested that I send him additional copies. I am happy he has become so interested in MANAGE, but I don't want to send him my copies. Therefore, if it is in order, please send him last year's complete 12 issues if they are available, and send him a year's subscription beginning Jan. 1, 1957. . . A. H. Mosle, Assistant Manager, The J. C. Penney Co., Dubuque, Iowa.

OLIVER, SHELBYVILLE

I am sending you a copy of a letter which I have sent to various members of our management group upon the occasion of the receipt of your January issue.

I'd like to add my personal appreciation and that of all Oliver management for not only this recognition, but for the continuous incentives which NMA gives for improvement to management teams everywhere. . .

We are quite proud of not only our Shelbyville Management Club, but all those in our company. Keep up the fine work. Kindest personal regards . . . and best wishes for 1957. . . Carl L. Hecker, Executive Vice President, The Oliver Corp., Chicago, Illinois.

Also . . .

I have noted with interest the Management Quiz on page 57 of your December issue. I point particularly to Quiz No. 2 identifying certain cities with certain industries.

Certainly no one can be criticized for always thinking of Battle Creek, Michigan, as the "cereal city," but I thought it would be of interest to you to note that it is also the home of the world's leading industrial truck manufacturer: Clark Equipment Co., Industrial Truck Division. . . Clark Equipment Company, Industrial Truck Division, Hugh Arnold.

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• The Letters to the Editor column, which began with last month's issue of MANAGE, is intended to be an open forum of general interest to management.

Comments on MANAGE, and the articles and features in it, are welcomed by the editors. Correspondents need only keep in mind that their letters should appeal, generally speaking, to NMA membership—now approaching 75,000; that is, letters of limited reader interest may be withheld at the discretion of the editors.

• Address correspondence to: Letters to the Editor, MANAGE, 321 W. First St., Dayton, Ohio.

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personal growth key to progress and success

by Melvin J. Evans

Through the last half century we have spent billions in the intensive search for a more productive industrial system. We have developed startling new materials, amazing new methods, and extremely complex and sensitive machines.

But somehow, through all our intensive research and study, we have avoided, overlooked, or neglected the prime source of our power, the cornerstone of our entire industrial and business world: MAN.

We have taken it for granted that because we ourselves are people, we must by instinct know something about people. This is far from the truth.

We not only do not know much about MAN, we don't know very much about ourselves.

Eighteen years ago, I initiated a research program in the study of the

human element through a group of student volunteers at the College of Engineering of the University of Wisconsin. Professor Ayres, then in the engineering college at Madison (now Professor of Electrical Engineering at Ohio State University) gave us invaluable faculty co-operation. re m sic

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We set out to determine how industry might be inspired to put the study of human relations and leadership on a par with its scientific interests.

The ideas which we developed have expanded until today groups of companies in the United States, Canada and Japan are co-operating in a continuous effort. In each of these companies, groups of foremen and general executives give a few hours each month to the study of ideas through which the individual can grow into greater usefulness and develop his natural ability.

When a group of men discover that they have latent talent, elements of power hidden in their lives, their co-operation is very sincere and

Mr. Evans is head of the Melvin J. Evans Co., a firm which specializes in human engineering. He is also head of Democracy In Action.

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realistic. In the program there is a minimum of guidance from the outside through meetings (local and national, personal interviews and suggested studies,) but the program in general is guided by a committee from the supervisory group.

Most of us are in ruts, sometimes big—sometimes little. We have been pushed into these ruts without quite knowing how it happened. The pressures of the job—home—illness—etc., have conspired to block our growth. We have been so busy getting out production, buying a home, paying for the car, that we have left many important things undone.

We have failed to develop a blue print for wise, intelligent living which includes a ladder to promotion and real progress. Through interviews with thousands of capable men, we find that, in the average industrial group, resentments, fears, frustrations, cliques and countless other hidden factors also play a large part in preventing growth toward teamwork on a high level.

As a result of these various influences, we find ourselves at 30, 40, 50, or even 60 somewhat bewildered when we think of the really important consideration. This is because we haven't had time to plan our future.

In Democracy In Action, (D.I.A.), by working together, one group inspires another—one fellow helps the next and so on until progress becomes the order of the day. In our

work, we never try to lay down an exact plan for the individual. This he must do for himself. But we can help him to see the light and get going. We are all different and the plan that suits one man does not apply to the next.

One thing we have learned, however, is that this growth must include every area of the life of the individual:

HIS JOB — HIS HOME HIS PLAY — HIS FAITH

Most of us are very lopsided. Balance is essential to happy, effective living. At first, we were timid about introducing the Faith area as one phase. But we find that men are very religious when encouraged to do their own thinking without bias or restraint. Today we have men of all faiths working together-each group making a unique contribution. In these four areas lie the foundations-the roots of a man's life. Here is where he gets the courage—the stamina to hit the line again and again without fear of defeat. Herein also lie the elements of outstanding leadership.

Teamwork is the prime objective of every organization and teamwork is the by-product of personal growth. Growing, alert, friendly people just naturally pull together. If a company would grow, its people must grow first. The human personality is a veritable gold-mine of ideas, en-

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thusiasm and power, but we have only begun to tap its resources.

Today we stand at a pinnacle of human achievement. We have cracked the atom and opened a gate either to our salvation or to ultimate destruction. There can be no middle ground.

Why do we have this seeming paradox—vast material achievement and, at the same time, potential annihilation? It is because our activity in the spiritual has largely confined itself to mental effort. It has not been experimental, and we have not tried out our ideas. Thus we find ourselves geniuses in the world of things and, at the same time, spiritually ineffective. "Faith without works is dead." It is through action that we grow.

How does growth begin? What is it and where do we start? Consider the case of Walter, for example, an executive in a large corporation, with several hundred men under his supervision. He was very competent technically and his appearance was above average, but he had not learned how to build warmth into his daily relationships. After careful study, he realized that the roots of his difficulty were at home. He wasn't really close to his family. He was so intent on his job that everything else was secondary.

One evening he determined to change things by practicing at home. Just before dinner he was reading the paper and his smaller daughter said, "Daddy, will you read to me?" His first reaction was, "I'm reading, perhaps later." Then he remembered, "Tonight is to be different," so he picked her up and read to her until dinner. Thus encouraged, the older daughter approached him that evening. "Daddy, help me with my arithmetic." This time, without hesitation, he complied. At bedtime both girls said very seriously, "Daddy, you're wonderful tonight! We like you this way. Will you stay like this?"

This tiny incident, because it was part of a carefully thought-out plan, was the first step in growth which was to develop in every area. Up to this time his church life had been nominal. Now it became enthusiastic and sincere. His shop relationships followed suit. He was now able to get close to people because he had begun to achieve understanding. He had become a creative personality through growth. He has since been promoted to a much larger responsibility.

Another interesting situation is that of John, an officer in a union, a very intelligent and intense person. He is devoted to the cause of unionism, but because of his intensity he was considered very difficult to work with. Anyone who attempts to lead other men must expect that at times it will be a thankless task and that the pressures are not easy to bear. John was no exception to this rule, and after a particularly trying spell

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he became extremely irritable—his nerves were almost out of control. No one could talk to him, so finally he was given a leave of absence to rest up.

As his wife summarized the situation: "I'll tell you what's wrong with John. We've put everything into our work for the union, but he's never got any appreciation." To quote John: "I've helped get raises for those guys, but they're never satisfied. They're always after me for something more. You finally get to the place where you can't take it!"

T TE WAS a fine man attempting to H do a good job but, like so many others, he had not realized that we need deep roots if we are to be adequate. First of all, John needed fellowship and then assistance to see that he must broaden his horizons, to lift his sights. He has become a serious, intelligent student in the whole subject of people. He is now thinking in larger areas. The results of his new attitudes were immediate and startling in his work, his home, his contacts—everywhere. He began to grow. He is much more effective as a union officer, a better workman and a much happier individual.

Pete is a foreman. Three years ago, he was a very conscientious man hard working and sincere but very blind to the yearnings and desires of the people in his department. Through meetings and interviews his eyes were opened to his blind spot. He was really astounded to discover the true situation.

At first his men were a little reluctant to believe that he really wanted to change. Some of the resentments had hardened to a dangerous degree. But a man can redirect his thinking very quickly if he is in earnest. We soon become what we think. Pete soon learned the art of coaching, which was a new idea to him. Today a group of disillusioned, almost bitter, men have become a real team with an excellent coach.

A business organization might be compared to a group climbing a mountain. Each man is giving his enthusiastic "all" to the group effort. They are all bound together with the bonds of a common interest and mutual appreciation. Each man is doing his very best for himself, but at the same time realizes that he can never utilize his utmost capacity unless others are included in his thinking and doing. To such a group, the impossible becomes commonplace.

I remember an incident in the experience of one of our companies that demonstrates the supreme value of such a spirit. Through a very sudden and unexpected shift in customer demand, it became necessary to make a radical change in the process. Speed was extremely important. Delay was costing about \$10,000 per day. The engineers estimated at least two

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months would be required to make the shift under normal circumstances.

The general manager called the gang together and gave them every detail and the challenge—what can you do? The plant (and it is a large one) literally exploded into action. Every man put his shoulder to the wheel as though his life depended on it. In 24 hours results were visible. In two weeks the impossible had been done. The saving in money was tremendous, but as a demonstration of split second teamwork, it was of even greater value.

The other day, I was talking with a very thoughtful group of employees in one of our large plants. They had just made an informal, personal study of the percentage of time which could be saved in their department without pressure but with better timing and planning. Their estimate was 40 per cent.

A department should be like a good basketball team. The rewards are significant. There are no management or labor problems, only people are problems. And the solution is to be found in the magic of growth.

Many men and women are willing to go to work earnestly in this new area of life, but they do not know how. We are now at the "how" stage. Individual personal growth is the "how." In it is the root of the answer to every world problem.

As our industries, high schools, colleges, churches, service clubs, and countless other groups discover and apply the magic principles of personal growth, we are creating antibodies in the bloodstream of our society that will search out and destroy the hatreds, resentments and fears on which Communism feeds.

A tiny as we learn to devote a fair portion of our time to the study and development of the intangibles of character, personality and leadership.

The situation might be compared to a glass filled with a supersaturated solution. A sharp tap on the glass and crystallization begins.

We have hardly scratched the surface of our spiritual resources. We are engaged in a life-and-death struggle for the minds and souls of men. The current world conflict will not be won by battleships and bullets alone, but by strong hearts and the wisdom of the centuries brought to bear on this crucial moment of history. Industry is in the center of the stage. The challenge is very clear and we dare not falter.

Mark Twain once said: "When I was a boy of 14, my father was so ignorant I could hardly stand to have the old man around. But when I got to be 21, I was astonished at how much the old man had learned in just seven years."

A LITTLE THING CALLED INTEGRITY

by Manuel Almanda

DURING the five most worrisome days of my life I learned to know the value of something which I had always considered a personal handicap.

I had just ruined the efficiency reputation of the machine industry's proudest Production Manager.

He was wild with rage and I couldn't blame him. By stubbornly shutting down machine 324, I had put a bottleneck in his entire production schedule.

Why had I done it? What was this little stupid streak of stubbornness in me that refused to pass as acceptable work, a tiny error like a mere two-thousandths of an inch over tolerance?

Everybody in the factory was angry at me. They were all blaming me for taking the bread out of their mouths.

With machine 324 idle, an indispensable part was missing from the final assembly of the product we manufactured.

Unless machine 324 went to work again, the rest of my factory shift

would have to shut down in two weeks.

Who was I, a mere inspector, and an unlucky number 13 inspector at that, to shut down an entire factory shift?

"I haven't shut down the entire factory," I protested to the Production Manager. "Only machine 324. Fix the machine, so it will eliminate that two-thousandths of an inch error, and I will approve the work it does."

"We've been working on that machine for five days!" he bellowed.
"All because of your stubbornness!
The inspectors on all the other shifts let machine 324 run! Are you better than they are?"

"Nope. Maybe machine 324 puts out good work only for the other inspectors."

"Don't be a wise guy!"

That got me. I pointed out that there was no need to get sore. I was only a guy trying to earn his daily bread. I didn't really care whether 324's products were two-thousandths of an inch, or 2,000 inches

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off! I just wanted to obey orders like I was supposed to. There were three simple solutions to this stoppage problem.

1-Fix 324 to work without error.

2—Change the parts measurement so it won't make any difference what 324 produces.

3—Get my boss, the Chief of Inspectors to overrule me in WRIT-ING.

That did it!

"You forgot the fourth way!" the Production Manager bellowed. "Get a new inspector on this shift! Wait till the President of the Corporation gets here tomorrow! He's coming all the way from Chicago."

The weather in the factory was July—hot that day, but when I heard that news, the temperature in my head really soared!

So let the President of the Corporation come down from Chicago! I couldn't really feel sorry for what I had done. That crazy little streak of stubbornness in me just wouldn't quit, not at that minute, not even the next day, when the President himself sent for me in the Chief Inspector's office.

They were all there, the Production Manager, my boss who was the Chief of Inspectors, the operator of machine 324, the engineer who was supposed to repair it, and the President himself.

"You sent for Inspector 13. I'm here," I said, defiantly. "What can I do for you, gentlemen?" The President spoke up. "An entire shift of this mill has had its production dislocated. I understand from some of these gentlemen that you are exclusively to blame."

"I am willing to accept blame for what I've actually done," I said boldly. "But not for what I'm supposed to have done!"

The President smiled. "Exactly how much blame are you willing to accept?"

I showed him a written order barring me from accepting work "over tolerance" from machine 324. "At all times I have been willing to obey an order cancelling this one, or any order from my superior, the Chief Inspector telling me to ignore this order."

The Chief Inspector turned red. "That's a specifications order, Mr. President. I can't over-rule it."

The Production Manager stuck in his nickel's worth. "Inspectors have power to ignore or amend special orders, Mr. President, if they think it necessary."

"Why didn't you ignore this order?" the President asked me. "Didn't you think it necessary?"

"No, sir, I thought it would hurt the company, if I ignored that order," I said boldly.

"You've got your nerve!" the Production Manager shouted.

"Relax!" the President ordered calmly. "Please explain."

I took out a centrifugal gauge and screwed one of the defective parts wch

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into it. No matter how hard I screwed it, I couldn't make the part go all the way into the gauge. Then I let everybody try putting the two things snug together, and everybody also failed.

"The excess of tolerance multiplies itself into a gap that can't be closed between the two parts," I explained.

The President whistled. "How come this hasn't been noticed yet in the assembly line?"

I waited for the Production Manager to answer, but he stood redfaced and tongue-tied, like a man waiting for a nightmare to end, so I threw him an assist.

"Production to date has usually been two or three weeks ahead of assembly, sir. They would have found it out in another week or so."

"Mmm. How many of these worthless parts have been run off in the last five days?"

The Production Manager woke up. "About 8,000, sir."

"WHAT WAS THE MATTER WITH THE INSPECTORS ON THE OTHER SHIFTS?"

Nobody said anything. I felt so sorry for everybody present, that I swallowed a grin which wanted to pop out.

The President was not a guy who horsed around. He said to the Pro-

duction Manager, "All the inspectors at fault are hereby transferred to your staff. Since they prefer working for you rather than the company, they'll feel more at home in your department. You fix 324 to work right, or buy a new machine to replace it."

He turned to the Chief Inspector. "Recruit your inspectors to fill the vacancies from men who don't like the Production Manager. I don't want any more cases of fantastic waste like this."

He pointed to me. "Give this man a twenty-five cent per hour raise."

"You deserve to be President of this company," I said. "Thanks."

He smiled. "What kept you in the groove with everybody in the place sniping at you?"

"A little thing called stubbornness," I said.

The President shook his head.

"You don't know what you're talking about, Inspector. That was a little thing called integrity, not stubbornness. Hang on to it and you'll go places. You'll stand strong and unbeatable, even when all the butterflies around you are trying to kick your brains out, for refusing to extend the allowable tolerance of what's right, till it becomes something hopelessly wrong!"

Mother: (to Bobby who has been telling fibs): "Do you know what happens to little boys who tell fibs?"

Bobby: "Yes, they ride for half fare."

A Supervisor's Guide to Intelligent Labor Relations . . .



ACT on FACT

by James Black

What does the contract say? . . . When an argument occurs between the shop steward and the company's foreman about the meaning of a provision in the labor-management agreement, the supervisor is usually at a disadvantage. His main job is production. His knowledge of the contract may be casual, particularly if a technical point is involved.

The shop steward, on the other hand, is an expert. He is spokesman for employees in any dispute with management that comes up. He must have a precise understanding of the terms of the labor pact. And he does.

That is why it is so important for industry to train its foremen in labor relations. Not that it is wise, or even smart, to reduce employee-company affairs to the legalistic concept of a union contract. Still, the supervisor is the front line personnel administrator. His interpretations of company policy establish precedent. And precedent can exert a powerful influence on the outcome of an arbitration case. The foreman

who—because of his own uncertainty about a complex point or an ambiguous phrase in a union contract—decides to accept the shop steward's explanation of its meaning may be building future trouble for himself and for his colleagues.

Oh, sure—the matter at issue may be trivial, or seemingly so. It may appear hardly worthwhile to get into an argument over a minor point when there is a big job to be done. So, in the wish to "get on with the work," many a foreman makes a snap decision without bothering to consult the personnel department, and the results of that decision may have far-reaching consequences.

Today there is nothing more disturbing to organized labor than the med ductincr T print to p

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speed with which management is mechanizing production and introducing new and better methods to increase its manufacturing efficiency.

The reason? It's obvious. The primary responsibility of a union is to protect the jobs of its people. The fact that a new machine is capable of doing three times the work of an old one, and the single operator required to run it can do so with comparative ease, is not an argument that carries much weight with a shop steward. He sees only one thing. There is a possibility the new machine will eliminate two jobs. He will fight that tooth and nail, regardless of the logic of the situation.

Management can point out that mechanization in all of its history has never destroyed jobs; rather, it has increased them. The shop steward will agree. But he will say that mechanization has destroyed some jobs. It has caused some inconvenience, dislocations and temporary hardship to people. He is responsible for keeping all employees working. He is in favor of progress so long as it does not hurt a single member of his organization.

At an iron-working company recently, a machinist was assigned to the operation of two grinders simultaneously. The foreman in charge realized that the employee could easily run both machines. He was right. The man's production climbed from about 30 pieces using one machine to 50 using two. There was

only one hitch. Formerly employees in the "grinder-external and internal" classification had been asked to run just one machine.

There was an argument.

The shop steward hastened to the scene with the speed of Chief Crazy Horse attacking General Custer. The foreman changed his mind. The operator was returned to his single machine and production dropped correspondingly. The foreman had been convinced by the arguments of the union representative, and besides, he wasn't too familiar with the contract, anyway.

But things didn't end there. The company had invested money in new equipment and was determined to use it to its maximum capacity. It reversed the foreman, pointing out that it had a contractual right to do just this. "There is no provision in the agreement for increased pay rates or any stipulation that the company must create new classifications in such circumstances," it maintained. Quickly it conducted a time study which revealed that an operator of one machine was idle 61 per cent of the time, and even when he was running two machines the work took up only 58 per cent of his working hours. The union had requested the right to conduct a similar study, but this had been rejected.

Basically, the case involved an assignment of work and, with the revolutionary changes that are daily taking place in production methods,

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more and more arguments of this kind are finding their way to an arbitrator for final decision. For this reason it is most urgent for management to give its supervisors broad training in every aspect of labor relations.

The argument at the iron-working company at last went to arbitration, and there the union made the following points. The contract, it said, provides that the company, "should it become necessary or desirable to create new job classifications during the term of the agreement," shall establish wage rates that bear a fair and equitable relationship to the then-existing wage schedule.

NOT ARBITRABLE?

After this had been done, claimed the union, management must notify the plant committee of the new job classification and the rate established for it. This permits the union to initiate a grievance if, from its point of view, the rate is unsatisfactory. "It is necessary," concluded the union, "or at least desirable, to create a new classification for two-grinder machinists."

"This case isn't even arbitrable," maintained management. "The union in the last contract negotiations attempted without success to gain the right to have a voice in the establishment of new classifications."

To support this argument, the company pointed out that the contract clause to which the union referred in its testimony merely said that the union had the right to initiate a grievance about the company's not creating the classification. No new wage rate had been set. The only mandatory language in the contract concerns the establishment of new wage rates, the company contended. If a new classification is set, appropriate compensation must be fixed for it. But, concluded management, the classification, "grinder-external and internal," remains the same as does the pay.

Management cited one more contract provision to back its arguments. It said, "In the event an employee's regular job assignment does not require his full working time, his remaining working hours shall be spent in other work of equivalent or lower pay level." Since the employee, even when operating two machines, is idle 42 per cent of the time, and his extra work is certainly of an "equivalent" nature, there is no reason to establish a new job classification.

The arbitrator heard the facts and then he gave his decision.

"The union has a strong case for a wage adjustment," he said. "Production by using two grinders has almost doubled. Greater effort is required to run two machines and responsibility has been doubled. The machines are of different makes and have different controls. The operator must do more thinking. However, the employee is still a grinder. His work is of the same type as formerly. He just does more work. Doing more work doesn't

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automatically mean a new classification. Frequently there is considerable variation of work within a classification regarding effort, responsibility and idle time.

"What's more," added the arbitrator, "the union's concern about the employee's added responsibility and his lessened ability to meet it is not significant. Of course, he can be at only one machine at a time, and while he is going from one to the other both are unattended.

"But the foreman has testified there has been no greater damage to parts or equipment or increased breakage of emery wheels under the new set up than there was before the change was made.

ARBITRATOR'S CONCLUSION

"Both sides admit that a machine, after it has finished grinding, can run a few minutes without hurting the part. This gives the operator time to get back to the machine before any harm can be done. Naturally, the company can't properly hold the grinder responsible for an accident caused by his absence from a machine because he was at the other machine or on his way from one to the other, and it is doubtful that it would wish to impose such a responsibility."

Concluded the arbitrator, "For the reasons I have given I do not have the power under the agreement to direct the establishment of a new job classification. If a wage inequity exists it must be settled through ne-

gotiations at the expiration of the contract and not through arbitration.

The union admits that a single rate has never been sufficient cause for the reopening of a contract. Of course, the language of the agreement might be interpreted to mean it could be reopened to discuss the rates of all grinders, except for one thing. There is a provision which says that neither party can reopen the matter of wages more than once a year. The year is not up."

The company won its point. It had a well-negotiated contract which included a strong "management rights" clause. As you know, most sound contracts include the statement that an arbitrator can only rule on matters that involve the interpretation or violation of the agreement itself. His decision cannot add to, subtract from, or alter in any way the provisions of the agreement. From the standpoint of the arbitrator the management was well within its rights to do as it did.

However, when complex arguments arise over whether a dispute is arbitrable or not, foremen are usually at a loss. In the situation described, you can see that a supervisor would have to possess a comprehensive knowledge of labor relations to discuss on equal terms with a shop steward managements's rights in the assignment of work. Fortunately, from the company standpoint, the personnel department stepped in before a precedent had been estab-

lished. If the union had won its point and the grinder had been kept on one machine, it might have had a deciding effect on an arbitrator's decision should be a similar case have arisen later on. A precedent would have been established that might have nullified management's contract protection.

The foreman's role in arbitration is a most important one. An Eastern company, realizing the key role its supervisors play in grievance matters, has instituted a thorough training program to instruct its foremen in the arbitration process.

It works like this. At the monthly meeting of supervisors a grievance that has recently occurred within the plant is selected. (These grievances involve various labor relations principles.) Two teams of foremen. one to represent management, the other labor, are picked, and they present the case to an outside arbitrator. The foreman in whose department the grievance happened must have the records and the witnesses to sustain his position. The arbitrator hears the case and hands down his decision just as he would if the case were "for keeps."

Of course, this is "mock" arbitration or role playing. But it's role playing with a difference. The arbitrator is a professional. He handles

the case just as he would if it were the McCoy.

The program has been most successful. Foremen at this company are aware of the importance of precedent and the necessity for understanding the terms of the contract which regulates wages, hours and working conditions in the plant. Their decisions are surer, more confident. Snap judgments have been reduced to a minimum.

As a foreman you must know the contract that sets the framework of policy under which you direct employees. This knowledge must be accurate and sharp. That's why so many companies hold intensive training programs after each new agreement has been signed. They want to make certain their supervisors understand the meaning of each new provision so that there may be consistency in interpretation.

Matters like the "assignment of work" that we have just discussed usually involve many technical points, and arguments over issues of this kind will increase as mechanization continues. If you are confronted with such a problem and are not quite sure what to do, make certain you consult personnel before you make a decision. Then—act on fact. It may save you a trip to the witness stand in an arbitration case.

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(This case is based on an actual arbitration described in the LABOR RELATIONS REPORTER, July 13, 1955. A few minor changes were introduced so that it might be related from the supervisor's point of view.)

the supervisor: ANCIENT EGUP

The following is a piece of historical fiction. It was written to present the supervisor—the management man—in the background of history, and to show how his job has changed over the several thousand years since men first worked together.

The author, Henry John Colyton, has written historical fiction stories for many of the leading magazines, and is the author of two novelettes and two novels. Recently, one of his novels—a Fiction Book Club choice in the U. S.—was reprinted abroad.

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THE BARGEMEN and the hauling-squad were having their prob-Lems with the great granite block. From his perch beside the water wheel, Amen-u, the scribe, watched them absently. The block tilted, swayed in its rope cradle. Down on the sands the rollers waited to convey it to the building site of Pharaoh's tomb and the temple. There were also a hundred and ten workmen and three overseers. Amen-u nodded, and dipped his pen in the inkpot.

That was correct. That was his job-to make exact reckoning of who were on the job and what they did. The superintendent of the works would claim the records before noon. What he did with them Amen-u didn't know-probably he would pass them to someone higher up, along the exalted chain of command that would end with Pharaoh himself.

The block shuddered down on the sand. Faint vells came to Amen-u's ears. That was the only disadvantage to his position here in the shade of the water wheel-he could see everything, but the voices of the workmen were dim, like bird-pipings.

By the way the workmen clustered in a knot around the landed block, something had gone wrong. Probably someone had got in the way. The three overseers were capering around frantically, waving their whips. Amen-u smiled. They would be aware, those three, of the scribe in the shade of the water-wheel, and the records he was making.

Amen-u crossed his legs, and shifted his writing block. He was a small neat man, lightly dressed in a linen kilt, sandals, and a collar of enamelwork. From the folds of linen bound to his head by a cord and falling to his shoulders, his faced looked out-bronzed by the sun, smooth-shaven and intelligent.

Down on the sands, the overseers had managed to get their ranks of workmen in order. He could see the flailing whips as the men settled to The great granite block moved out with a kind of drunken solemnity onto the rollers. While one squad dragged at the ropes, two other squads were moving the rollers that had been already crossed up ahead of the crawling procession. It was all going nicely. The squads would alternate at the ropes and the rollers until they came to the building-site.

Amen-u glanced back at the barge, riding high on the Nile-flood. There was still some confusion at the landing-place. The barge should have been casting off, its crew working the long sweeps to move the craft slowly back

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Th in or hastil moun grim souls up river to the quarries. Mechanically, the scribe's keen eyes surveyed again the workmen moving the block. He counted. Three overseers—fifty men on the ropes—thirty in each roller-squad.

"No, no—I'm wrong," Amen-u felt distress. "They're short . . . only twenty-five men in that one bunch of roller-men—what's the trouble?"

He rose from his stool to count them again. No question about it. The roller-squads were down to twenty-five and twenty-seven. Eight men short!

Amen-u groaned. He would have to leave the shade of the water-wheel and go down to investigate. He beckoned impatiently to Ula, the slave, staring half-asleep at the broad shining reaches of the river.

"Come along, and bring the stool and the rest of the stuff," Amen-u ordered. "We must go to the unloading place."

Even in the early hours of the day, the earth felt warm under the scribe's sandals. He hurried down through the thick wild growth of old reeds that snatched at his kilt, down to the sandy bank of the Nile.

Whatever the trouble had been, it was about over. The bargemen were digging their poles into the mud.

"Just a moment, please!" Amen-u lifted an imperious arm. "What's the trouble here?"

The barge-captain leaned over the side, trying to untangle a length of rope. "Your pardon, my lord," he answered respectfully, touching the dirty clout of cloth twisted around his head, "but we had a little trouble landing the block. It fetched loose before everybody was ready. Some of the fellows got squashed."

Amen-u frowned. "You had better look over your rigging, captain," he said, "this must not happen again. I'll want the names of the grease-fingers in your crew—they'll get the lash. The masons up at the works will raise hob, if that block has been damaged."

He lifted his writing block and made notes as the subdued captain gave his name, the name of his village, the names of his crew and the names of their villages. The sun-blackened bargemen clung apprehensively to their poles, eager to be off.

"Now," Amen-u nodded dismissal, "let's see what we have here."

The soft deep sand, trampled by hundreds of bare feet, was darkly splotched in one area, where flies buzzed angrily. The bodies had been dragged off hastily—he could see the marks—and sand shoveled hastily over them. The mound was low, because the job had been done in a hurry. Amen-u nodded grimly. Nightfall would bring an unholy resurrection. But at least the souls of the unfortunate workers had been taken care of by their comrades...

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A groan, half-stifled, made Amen-u's close-cropped hair bristle under the headcloth. He halted in his tracks. Ula, his dark face a curious gray, his eyes popping, was pointing to the edge of the mound.

Amen-u controlled himself. This was business, and broad day besides.

"They hurried too fast," he observed, to the trembling Ula. "Brush the sand away, and don't be a fool. Ghosts don't groan by daylight. Set up my chair."

Reluctantly, Ula brushed away the sand at the edge of the misshapen mound. The man whom it had half concealed groaned again, sat up, and pressed his hand to the deep gash in his scalp. Interested flies gathered at once.

"Almost you were buried alive," Amen-u addressed him. "I am the scribe. Tell me what has happened."

"What is there to tell, lord?" the man's eyes were still dazed with horror. "The block turned in its ropes—it fell. They are dead. I felt a blow like a overseer's club, and for a while I was dead, too. I wish . . ."

"You'll feel better," Amen-u gestured at his slave. "Give him some water." The slave held the lip of the water-jar to the man's mouth.

"Your name and your village?" Amen-u dipped his pen in the ink-pot, and sat down on the stool.

"My name is—what does it matter?" the man spread his trembling hands. "What is that to you, lord? I am a grain of dust. I am a farmer. When the Nile flood goes down, I sow my seed—I watch the green come up. My children and my wife scare away the birds. We watch the crop ripen. Now we shall eat, we think. Then come the locusts... and the rats... and the birds. We fight to save it from these. And what's the use? When we've harvested our little crop, here comes the tax-collector and takes it all—and because there's such a small amount left to take, I get thrashed and sent off to sweat my heart out on the Pharaoh's tomb and temple. And what becomes of my wife and children? Oh, my poor comrades under the sand there are the lucky ones."

Amen-u could have interrupted before, but he was too much astonished. It was as if a stick or a stone had found language. He had even forgotten his records. He stared at the workman, who sat hopelessly, his damaged head between his horny hands.

Irresistible as the Nile in flood, the thought came to the scribe that he ought to do something. His plain duty was to get a record and send it on with the rest; the man would have to be beaten . . . and yet, somehow.

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he was not able to perform this simple duty. He could not understand why.

"Do I explain to a pebble why I kick it out of my path? Do I explain to a camel why it must turn the water-wheel?" he asked himself. "Well, Ptah blast me, I can't help it . . . Man," he said aloud to the rebel, "let me show you."

The workman's dazed eyes met his.

"We are all children of the Pharaoh," Amen-u explained. "Without Pharaoh this whole Land of Men is nothing. He is the son of the Sun. In his hand is the great river. Because his canals direct its course and pour the flood waters over the land, you have the rich ground that grows wheat and barley to feed us all. We owe the Pharaoh our bread, our life. That is why when he calls us to labor on his temple and his great new tomb, we must obey. I am a scribe—my home is in Apakton. But I must serve him just as you do."

Amen-u's tongue seemed running away with him. "Think what would happen without the Pharaoh!" he went on. "Without his officers to measure the Nile flood and to determine where the water should be turned, think how every village up and down the river length wouldd be fighting every other village for more than its share of the water! Think how carefully the amount of tax every year is measured by the amount of water turned upon the land! so that if the flood is less, the taxes are less."

"I've never known them to be less," sighed the ex-farmer. "Tell me more, lord—your words are better than the Nile flood to me now."

Amen-u felt gratified out of all proportion to the source of the flattery. "If your taxes are not regulated according to the Nile flood, you are not receiving justice," he answered. "The Pharaoh wants justice done to all his people—you, me, everyone. Your overseers who use the whip, the bargeman who brought the block of stone today, the masons at the tomb and the temple—yes, we all are working for the Sun King. We do not always do a good job—that is why your friends were killed this morning. But we must do our best. Now, I'll make a record of your case.

"I shall take it upon myself to order you back to your village until your head gets well; for of course you cannot do a proper job of work in the shape you're in now. Now give me your name, and the name of your village. And if injustice has been done you about your taxes, at least I, as one of Pharaoh's servants, can try to set things right again."

The workman knelt in the sand, his bloody head bowed low. "The gods be good to you, lord!" he cried.

AFTERWARDS, Amen-u, walking back to the water-wheel, wondered at himself. The whole episode had been odd—and the superintendent at the building site might quarrel with the way he had dismissed the man.

"But what else could I do?" reflected Amen-u. "After all, the fellow couldn't be expected to work . . ."

For the first time, Amen-u wondered why it was that his own life had been so fortunate—that he was a scribe—a man of consequence, whose work was important to the Sun King. "What if I had been a baker, with my head always in the oven—or a mason, worked to death, filthy, with hardly a moment to wash—or a poor farmer, working out my taxes on the canals or the monuments? I ought to do my best to show how grateful I am to the gods who have made me so lucky."

His pen moved smoothly over the papyrus, telling in exact, careful detail the story of the morning.

A man could only do his best, whether he tugged a granite block on its rollers, or poled a barge, or made records in neat black characters on the white papyrus page.

This is the first of a series of historical fiction stories. The second, to be published in the April issue, will deal with the Phoenicians. There will be an initial set of four stories, and more if our readers—by their letters—appear to want them. All the stories, incidentally, are well grounded in historical study and research, and all will attempt to present the history of the supervisor, the management man, on the job.

An American once wrote to Kipling, saying: "I hear you are retailing literature at one dollar a word. I enclose one dollar for which please send me a sample."

Kipling kept the dollar and wrote "Thanks."

Two weeks later the American wrote, "Sold the anecdote about your keeping the dollar and writing me your thanks. They paid me two dollars. Enclose please find forty-five cents in stamps, that being half the profits from the transaction—minus postage."

March

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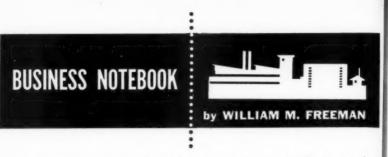
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"How was fishing yesterday, Ed?"



HAPPINESS, or something that seems very much like it, can be bought in neat little packages over a drugstore counter. These are the tranquilizer drugs that now account for 30 per cent of all drug prescriptions. The drugs, chiefly reserpine and chlorpromazine, are being taken "by the tons" by nervous persons, according to testimony before a Senate subcommittee on juvenile delinquency.

It is quite accurate to say that the drugs, normally used in quieting mentally disturbed patients, reduce certain types of nervous activity—such as thinking—and therefore make the user feel a little better. The same thing is true of alcoholic beverages taken to excess, of cigarettes and of narcotics, according to the testimony. The drugs also have been found to cause blood or liver diseases, jaundice and skin eruptions, which are not caused, as it happens, by such dangerous and habit-forming narcotics as heroin and morphine.

Congress is sufficiently disturbed by the rise of this aspect of the drug industry to vote \$2,000,000 to be spent for a study of public health and social problems caused by the widespread use of the tranquilizers. There is a very real need for such a product, something to put—

AN END TO TENSION

-in industry, which is estimated to cost \$3,000,000,000 a year in lost time, poor production, damaged machines and spoiled goods. Management is well aware of this tremendous drain, and the answers so far have been restful colors for factory walls, piped-in music, airconditioning, sound-absorbing walls and ceilings, indirect lighting, posture chairs to avoid backache, higher or lower work tables, coffee breaks, automatic canteens, rest periods, after-hour employee diversions such as picnics, games and outings, interplant sports contests and a host of similar programs.

The tranquilizers, more often than not taken by individual workers rather than at management's suggestion, are the latest, and, while they do work, they seem to do so at great cost

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The pressures of a mechanized society, coupled with technological advances in the laboratory, are chiefly responsible for the rise of the tranquilizers, which are taking the place in the sun once held by the vitamins. For at least the last few decades everyone, more or less has been—

VITAMIN HAPPY

—only to learn that too much of a good thing can be harmful. A pair of doctors told a medical meeting some weeks ago that four adult patients troubled by anemia were "suffering from vitamin D intoxication." It seems the vitamin increases absorption of calcium from the intestine, which is good, especially in children, whose bones need it. However, when too much calcium is absorbed it is deposited in places where it doesn't belong, such as the kidneys, and normal functions are impaired.

Even vitamin D in the form of sunshine can cause skin cancers when the exposure is prolonged, it has been found. A great many persons try to absorb as much sun as possible on the first day of a vacation, and the resulting burn usually mars the entire holiday. Worse, there can be lasting damage.

Many of us eat whatever we want and take vitamins as a regular practice with the thought that the supplementary tablet makes the diet well-balanced and complete. The usual result is that we are as badly nourished as the millions on other continents who do not have a proper diet because it just isn't available. Lack of proper food, tension at work and reliance on drugs and vitamins are backed by—

TROUBLE AT HOME

—in putting extreme pressure on the American worker. The American Society of Association Executives was told recently that "a man's breakdown may more often be traced to a difficult situation at home than to overwork," and the group heard a suggestion that business executives leave their office problems at the office and take up diversions and hobbies at home.

To this the panel moderator commented, rather sadly:

"The doctor says 'take it easy' and when we do the other fellow takes our place."

It is this dilemma and the resulting widespread tension that causes the American male, on the average, to have a life-span seven years shorter than that of his wife. It is logical, therefore, that if anyone is to get—

AN EARLY PENSION

—it is the husband, since it is he who faces the prospect of fewer years in which to enjoy it. And yet when the social security benefit age was reduced from 65 to 62 last fall the reduction applied only to women. A quarter of a million women applied for the benefits in the first month after the reduction took effect.

It was wise for them to do so, of course, since nothing was to be gained by waiting, and the prospect of leisure three years earlier was enticing. Most men, of course, don't want to retire and dread—

SITTING AND ROCKING

—as an admission of defeat. David Sarnoff, chairman of the Radio Corporation of America, said some days ago that leisure, rather than labor, would be "the great problem in the years ahead."

"Automation and other aspects of scientific advance will put a premium on brains rather than brawn," he said, for the reason that scientific progress "unprecedented in kind and in volume" would shift heavy work from men to machines.

The outlook for employment for older workers is even more—

GLOOMY

—as the machines take on more and more jobs. And yet there should be some way the know-how of the experienced older worker could be used.

Business cannot be forced to hire older workers, especially when pension clauses in union contracts make such employes more expensive than younger ones. And legislation designed to make management add the over-40 group to payrolls is unwise,

in the view of Bernard M. Baruch, financier and consultant to presidents.

Here is Mr. Baruch's suggestion:

"Business men must be helped to understand the valuable resource which older workers comprise. They should be encouraged to see the value, in a purely business sense, of employing the talents, the experience of older workers. The reluctance to employ older people can only partly be overcome by appeals to the heart, by emphasis on sympathy. Equal if not greater stress should be placed on the numerous dollar-and-cents advantages of employing older workers."

A step in-

THE RIGHT DIRECTION

—is being undertaken in New York State, where the state employment service is conducting in a number of cities a pilot project to find jobs for workers shut out of the labor market by age limits on hiring.

Business men might profit by learning that they lose by worry about worker failures caused by tension, which is caused in part by job insecurity caused by time's passing. Increased output could be obtained by lessening the tension caused by job worries by putting an end to the arbitrary age limit on employment

P.S. Stop frowning.

Bernard Shaw, a past master at the ready retort, once replied to a gushy woman who had exclaimed, "What a wonderful thing is youth," by saying: "Yes, and what a crime it is to waste it on children."

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gushy saying:



"Now, this low cutter comes complete with operator."



BOUT three years ago, our club, the Foremen's Club of Greater Cleveland, conceived the idea of offering its thinking, philosophy and experience to the student foremen's groups at the Collingwood, James Ford Rhodes and West Tech vocational high schools.

School board officials, principals, instructors and vocational guidance people have given their enthusiastic support to the administration of our program-a Junior Foremen's Club.

Our aim is to train, educate and qualify for promotion its members, and to encourage the development of leadership qualities in youth through example and through scholarship.

We have established a highly successful apprentice program with the cooperation of the Harris-Seybold Co. and the Warner & Swasey Co. The skill and efficiency which the boys acquire during their training will prove invaluable to them, and in setting up "on the job" training, the club hopes to subject the boys to

the broadening aspects of supervision; the boys also learn supervision through get-togethers with the club members, including plant tours, guidance conferences held in the high schools, and management conferences.

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In their own schools, the boys have an active part in managing fire drills, security drills, parking lot supervision and school functions. They are all active leaders in their shop classes such as woodworking. printing, mechanical drawing and metal work.

We expect to grant affiliation to other high school foremen's groups in the Greater Cleveland area, but in order to affiliate, the clubs must: have a set of operating by-laws acceptable to our club; have a member of the high school faculty act as sponsor of the student foremen's club, and must accept and adopt the NMA "Code of Ethics."

We feel a great responsibility to these boys, and to the community, to teach them what management

functions are, not only in a plant but in the community.

Since we began our Junior Foremen's Club our success has been mirrored in equivalent projects in other clubs around the country.

> John Skovira, Chairman of Publicity; Al Gaylor, Awards Committee, Foremen's Club of Greater Cleveland, Cleveland, Ohio

HOW TIMES CHANGE

"Detroit, the largest and best fortified town in the Indiana territory... It consists of several parallel streets, which are crossed by others at right angles. The streets are narrow, and in the rainy season dirty... The town is about 1,000 feet in length, but scarcely that in breadth."—From A Geographical Dictionary of the United States of North America, published in 1805.

NEXT MONTH---The Inspiring Story of the NMA

An up-to-date, fascinating and moving story of the National Management Association and its member clubs will be published in the April issue of MANAGE.

"Just what is the NMA?" "What does it do?" "What do its clubs do?" "How did the NMA movement start?"
"I don't get it . . . would you give me some examples of how the NMA has helped its members . . . how it has helped communities?" "Who are some of the people in the NMA? Are they supervisors or executives or just big shots, or what?" "What has the NMA done for industry, if anything?" "Is the NMA a labor union movement?" "Where does the NMA money come from?" "I got a magazine the other day from a friend . . . inside the magazine it said it was published by the NMA . . . is the NMA an educational organization, or what?"

These and other questions that you as an NMA member sometimes have to answer will be answered in next month's issue—and in an interesting, anecdotal style. Reprints, singly or in bulk, will be available following publication.

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NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than APRIL 10, 1957. Address your solutions of no more than 500 words to Editor, MANAGE, 321 West First Street, Dayton 2, Ohio.

PROBLEM No. 13

LOST FRIENDSHIP

Max and John started with the Uniray company immediately following their separation from the Armed Forces in 1946. Both were qualified "machinist," and in a relatively short time were promoted to "job setter." Recently Max was asked to take a battery of tests that Uniray used to screen candidates for supervisory positions. Before this event Max and John were the best of friends, golfing partners in the shop league, frequent visitors to each others home, and considered as "blood brothers" by everyone who knew them.

Suddenly John became quite distant and aloof. At first Max didn't notice it. But then one day at lunch Max was astounded when John said, "Well, I guess I won't be playing in the golf league next spring, at least not with one of our management staff." Max chuckled, but his mirth was lost when he realized that John was serious.

Then on January 1st, Max was appointed foreman of the lathe section. When the announcement was published, John came over and congratulated Max, but made it quite clear that this was the end of their friendship. Max didn't want it this way, but he hasn't been able to "get through" to John Can you help him salvage a cherished friendship?

(Remember the deadline: April 10, 1957)

THIS WAS SUPERVISORY PROBLEM NO. 10

The labor agreement of the Rablec Co. includes a clause relative to granting time off for union officers to conduct union business. Les, the foreman of the maintenance department, feels that this clause has been abused for a long time and is anxious to correct it. The contract states that regularly scheduled time will be allowed to conduct union affairs. The problem arises when the union requests time off to handle its affairs without adequate notice. Les has had to juggle work loads to permit this, since two of the officers are from his department. There have always been good relations between the union and the company and Les would like to handle the correction as discreetly as possible. What would you suggest?

RESCHEDULE CREWS

By Bill S. Rakos, Inland Steel Company, East Chicago, Indiana

The problem of keeping the relationship of union and company on equitable terms is of primary importance, and certainly I can appreciate the difficulty Les has. Needless to say, this situation has probably come to focus in many of our companies under the present contractual agreements.

The union has caused Les to be concerned and quite perturbed with this

THE WINNERS

Here are the best solutions to the supervisory problem No. 10. The winners have received checks for \$10 each and a handsome two-color Merit Award certificate suitable for framing.

condition but, at the same time, the contract does not state how much notice is to be given prior to their meetings, so technically they are not abusing the contract. So, on this basis, you cannot rebuke the union, but must find other means to remedy the problem.

Les, knowing the situation exists, can re-schedule his crews to this extent; by scheduling the two men on an "extra" basis. By not assigning definite duties to the men in question, he can permit them to perform their union duties whenever called upon to do so. knowing when these situations could develop, Les would not hurt his production, because the men, per se, are on an extra basis. The one thing Les will have to control in this case, is the fact that the two men involved must earn at least the equivalent of wages they normally earn or whatever stipulations relative to wages have been agreed upon between company and union.

It might even be necessary for the

Professor Brenberger, who writes the problem for "How Would You Have Solved This?" and judges the entries of contestants, is head of the Department of Industrial Engineering of the University of Dayton. He is a graduate of the General Motors Institute and has had wide experience in industrial relations and engineering. In recent years he served as a project supervisor for a secret Air Force and Navy research program. He spends part of his free time conducting a specialized management development training course, which he organized for Air Force reserve officers.

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section. ratulated ip. Max to John. company to hire an additional man or two, but I'm sure Les will realize his advantage. His scheduling time will be cut drastically; his production will continue to flow uninterrupted and according to plan; the two officials can perform their tasks for the company, and the union, with more assurance; the relationship between company and union will not have been strained; and Les will have one less headache to contend with.

To further control this situation, Les should appeal to the company in their next bargaining session with the union, to make efforts toward establishing a definite time period allowance prior to conducting union matters. This should further enhance and lighten the perplexed scheduling problem confronting Les.

TALK TO UNION

By Roy D. Cook Sylvania Electric Products Co., Shaunee, Okla.

Were I in Les' place, I would attempt to handle the problem in the following manner: I would talk with the two union officers in my department, telling them my problem as a foreman when union meetings were called on a minute's notice. I would explain that I realized it would occasionally be necessary to have union meetings without notice but would try to paint a fair and honest picture of the predicament that it throws me in, since two union officers are taken from my department without advance notice.

I would seek to draw out their opinions on how to bring about receiving advance notice of union meetings from the secretary of the union, so that I could plan the work for the betterment of all involved. Perhaps the union would want to schedule a certain time each week for regular meetings. I would attempt to get their views and ideas, making them feel I was placing my confidence and trust in them by seeking their advice. By

making the two union officers in my department feel I valued their opinions, they would be willing, since in all probability it would be their suggestion, to bring the matter up with the president of the union.

Then, too, I would confer with other foremen to see if they face the same problem. If they did, and I am sure some of them will have like situations, and if they would use somewhat the same procedure with those in their department who were union officers, I feel confident a satisfactory solution could be obtained for the good of all concerned.

UNION CONFAB

By Abe Friedman, Trans World Airlines, La Guardia Field, N. Y.

The fact that there has been a good relationship between the company and union would make correcting this situation less difficult than Les would imagine.

First, Les should get together with the two union officials and make them aware of the problem. Les should assure them that he understands the responsibilities they have in the proper execution of their duties. Also, that he recognizes that there may be times when a situation may arise that may need their immediate attention. Les would then inform them that their leaving the job has made it most difficult to run a good department and make this request:

Whenever they have preplanned union business such as meetings, hearings or investigations they should inform him as soon as possible of the periods they will be away from the job.

Les can make the point that they would expect him to pre-plan his work so that each man in the department can ear a full day's pay. Les in turn can expect the union officials to make every effort to pre-plan their duties, and to keep him informed so that he can run a smoother department with each man carrying as equal share of the load.

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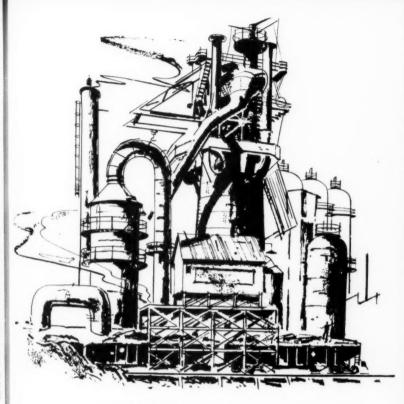
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THE MOMENT A MAN CAN REALLY DO HIS WORK, HE BECOMES SPEECHLESS ABOUT IT; ALL WORDS ARE IDLE TO HIM . . . DOES A BIRD NEED TO THEORIZE ABOUT BUILDING ITS NEST, OR BOAST OF IT WHEN BUILT? ALL GOOD WORK IS ESSENTIALLY DONE THAT WAY; WITHOUT HESITATION; WITHOUT DIFFICULTY; WITHOUT BOASTING.—John Ruskin.

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